Fiscal Year: 2014 -2015

Organizational 200 Day Review

"One of the most important practices of leadership is giving life and work a sense of meaning and purpose by offering an exciting vision."

James M. Kouzes and Barry Z. Posner
The Leadership Challenge

CITY OF
GROVELAND
ESTABLISHED 1922
"The city with a future, watch us grow!"

CITY OF GROVELAND
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GROVELAND, FL 34736

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October 10, 2014

City Council
Citizens of Groveland
Staff of the City of Groveland
156 S. Lake Avenue
Groveland, FL 34736

Dear Honorable Elected Officials, Concerned Citizens, and City Staff;

It has been an honor to serve as your City Manager over the past 10 months. As you are aware a municipal government is a big, complex operation. The City of Groveland provides dozens of services, offers dozens of programs, and at any given time is building dozens of projects. With so many things happening all at once, it is easy for an organization like ours to feel a bit disconnected.

Although it was not directed or part of any contractual obligation, the organizational 200 day review should be viewed as a tool that reconnects the city organization with its stakeholders: elected officials, concerned citizens and the human capital of the organization, "The City Staff". It provides a common foundation upon which each department can develop particular goals, strategies and performance measures. It allows each employee insight into our long-term vision, organizational values and day-to-day service standards. It should serve as a guide to how we serve the community and customers, both inside and outside of the organization.

As you read through the five focus areas: Customer Service; Information Sharing; Organizational Development; Sustainability; and Civic Engagement, I would encourage each of you to think about how your work supports these tenets and ways to continuously strive for exceptional results.

Thank you to all who took the opportunity to participate and shape this organizational review. This examination of the city organization was developed through the information collected by 100 employee interviews (approximately 100% of our total employee workforce); the survey of local businesses in both face to face interviews and mailed responses; the gathered information from the premier city campaign "DARE TO BE GREAT"; revisited work from the visioning committee (done prior my appointment); and objective review by the City Manager.

This organizational review involved no outside consultants and should be used as a starting point for our policy makers, a focusing point for staff, and an insight that is intended to engage / involve citizens in a city that is striving to be one of the best places to live in the country.

Sincerely,

Redmond Jones II
City Manager

Organizational 200 Day Review

Contents

CITY OF GROVELAND ORGANIZATIONAL 200 DAY REVIEW

City Manager's Management Philosophy

Organizational success does not just happen. To succeed, particularly in today's volatile environment, an organization must be thoughtful and intentional about its direction. To gain this clarity and guide future decisions, as the new City Manager, I have conducted an organizational 200 day review intended to refresh the organization's vision, mission, values, and to set strategic direction.

It is typical that the first 200 days of a City Manager's tenure jump starts the process to develop a blueprint upon which the organization will build its activities in the years ahead. For the City of Groveland it is my professional assessment that our organization will need to focus on the "Big Picture Goals" of our community, in order to be successful:

Face the future with clarity and purpose

It is clear that Groveland is in the highest growth phase of the community's history and in many ways shares the exciting promise and the challenges that many growing communities face. Population and economic growth inevitably create more demand for water. The method of growth affects how much additional water is needed and how much it will cost to deliver. Groveland is not the only community that has faced rapid population growth and increasing development pressure to meet adequate water demand by their residents. Assisting dispersed development requires longer pipes, which lose more water through leakage and raised transmission costs. Groveland has the opportunity to learn from several of our neighboring communities who have taken the most common approach to high growth; approving development that highlights large lots, low density, and commercial facilities that consume large quantities of water for lawns and landscaping. In some communities this growth strategy to invest in infrastructure that supports water system expansion over upgrading and maintenance of existing networks leads to increasingly inefficient systems, greater waste, and higher capital and operating costs. Therefore developing a smart growth strategy is more than just doubling down on various capital needs.

Yes, I agree that development on and beyond the fringe can reduce return on investment in infrastructure and raise the cost of delivering services. However, in Groveland there is a balance to be drawn; Groveland has incredible transportation access; which allows the city to experience the joys of having a city within a city. This gives us the ability to highlight and protect a variety of living styles, preserve a rural style of living (many residents sought when moving to Groveland), yet develop strong corridors of retail and commercial experience that citizens can also celebrate.

Groveland has a strong start on industrial space both public and private which gives the city a leverage to take lead workforce strategies that tie into existing local institutions like South Lake Tech and an opportunity to explore yet to be developed industry specific job training center(s) / schools.

Using our assets to their full potential will require a Smart Growth Management and Sustainability Philosophy. Smart growth and sustainability is so important that an entire section of this document is dedicated to these management principles. Properly conducted, smart growth practices can promote development that enhances the community, economy, public health, and the environment.

Additionally, applying smart growth principles to development policy can significantly reduce the cost of water provided for and demanded by residents.

Shape and chart the desired future
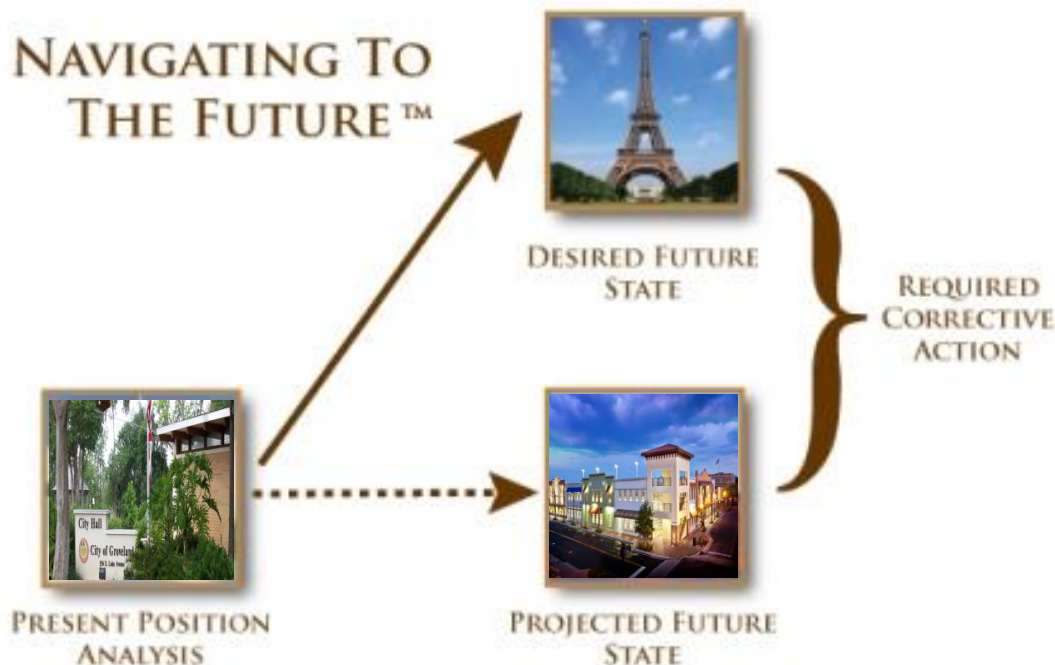
This simple illustration actually requires a complex effective change management strategy; a strategy that has already begun. One of the primary themes of the last City Manager recruitment process was "change". It was Albert Einstein who captured this notion the best with his quote about insanity: ***"Insanity is doing the same thing over and over again and expecting different results."*** Thus, my management philosophy is based on… innovation, creativity, and new approaches.

The movement for "Change" typically requires an eight step process for any organization, and the City of Groveland unknowingly began this process before my appointment as City Manager. This process is as follows:

1. Increase Urgency – Heightening urgency is the first and most critical step in a successful change effort. With low urgency and complacency, the change effort cannot get off the ground. For the City of Groveland, the environment of urgency was established through its recent events. Groveland experienced unprecedented political turmoil and leadership change. Compounded with bad press and lack of confidence by the public, an increased urgency for change manifested itself through exhausting turmoil and negative media coverage.

2. Build the Guiding Team – It is important to get the right people in place who are fully committed to the change initiative, who are well-respected within the organization, and have power /influence to drive the change effort at their level. While our leadership team is exceptional; they need stability in order to be comfortable in their roles of power and influence. As their manager, time is the best solution for this challenge. As the circus like atmosphere dissipates, the passing of time continues to bring small victories and staff recommendations continue to enjoy 5-0 votes *relating* to their recommendations; a reaffirmation occurs giving the team greater confidence to perform without the interference from external and internal forces.

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3. Get the Vision Right - While creating a shared need and urgency for change may push people into action, it is the vision that will steer them in a new direction. As City Manager, I have strived to support the previous vision efforts of the community by promoting a "Premier City Campaign". Challenging the community, city staff, and community leaders to "dare to be great", encouraging people to dust off existing ideas, while researching new ideas from cities with the coveted title of "best places to live" we can instill the belief that things are on the move again and everyone is part of it.

4. Communicate for Buy-In (organization / community) - Once a vision and strategy has been developed, they must be communicated to the organization in order to gain understanding and buy-in. Sending clear, credible, and heartfelt messages about the direction of change establishes genuine gut-level buy-in, which sets the stage for getting people to act.

5. Empowering Action - Empowering action should be seen as removing barriers to those whom we want to assist in pushing the change effort. Removing obstacles should inspire, promote optimism and build confidence around the change effort.

6. Create Short-Term Wins and Project Completions - Short-term wins nourish faith in the change effort, emotionally reward the hard workers, keep the critics at bay, and build momentum. By creating short-term wins, and provides honest feedback, progress is achieved and people are inspired.

7. Don't Let Up - In successful efforts, people build on this momentum to make the vision a reality by keeping urgency up, eliminating unnecessary, exhausting work and not declaring victory prematurely.

8. Make the Change Stick - By creating a new, supportive, and sufficiently strong organizational culture, the change should remain. A supportive culture provides roots for the new ways to operate.

Focus efforts and resources on what is most important

The City Manager's Office has made several attempts to familiarize itself with the community's needs and resources. The City Council Goal Setting, Employee, Business, and Resident interviews have all been resources that the city has tapped into while deciding which problem(s) to tackle. However, without focus, all issues seem equally important which builds the perception that problems or issues are overwhelming and impossible to tackle. Taking the time to set priorities will ensure that staff, council, and the public are on the same page and headed in the right direction using valuable/limited resources on agreed upon issues. This is one reason to have an established a well publicized Staff Work Plan that is based on the "Objectives" that the City Council has helped to develop. The Staff Work Plan is a living document that allows public feedback and participation. As City Manager, I am aware that a strong community is as strong as its weakest link. Although growth drives us, our historically established neighborhoods maintain the legacy of our community thus, it becomes important that the city keep in mind the population with the greatest disparities that are the most vulnerable and are experiencing the worst type of living conditions. Groveland can't be truly a sustainable community without solutions

and/or quality of life improvement options that ensure our entire community benefits from our city's prosperity.

Make daily decisions part of an integrated process
Daily decisions have to be part of an integrated process throughout the organization, and critically rely on my ability to communicate this to the frontline citizen, and service providers. Tasking my management team with promoting and being familiar with my management philosophy is important in this process.

Provide Excellent Customer Service

Promote Sustainability

Management Philosophy

Enhance Organizational Development

Promote Civic Engagement

Increase Information Sharing

1. *Provide excellent customer service* - There's no real secret to getting your customers to come back. Simply provide excellent customer service - the shiny kind of customer service that exceeds your customers' expectations and outshines your competitors' customer service.

2. *Enhance Organizational Development* – The organizational development goal for the City of Groveland is focused on improving the effectiveness and productivity of the organization through innovation and values-based employee development. Innovation will be an important attribute that will allow Groveland to establish itself as a premier city. Moving forward in ways that few other do, will keep Groveland on the positive side of the media and assist in rebranding our community as a place where new ideas and ways of doing things are cultivated. Internally, the only way to get to this level of innovation is to view employees as more than job descriptions, but as process innovators. This means, challenging employees to continually improve the way we do business.

3. *Increase Information Sharing and Transparency* - My management philosophy is committed to creating an unprecedented level of openness in municipal government. The City Manager's Office will continue work together with the city council and the public to ensure that the public trust is protected; and a system of transparency, public participation, and collaboration is an integral part of the daily decision making process. Openness will strengthen our democracy and promote efficiency and effectiveness in government. The challenge for City Council is to maintain civil public discourse, because information sharing and transparency can be used as a political gaming tool and members can lose sight of the true transparency purpose.

4. *Promote Sustainability* - Almost every city in the country, in one way or another, has been implementing living green or doing something good for the environment. By teaching its residents through proper recycling, planting trees and other methods of promoting ways to save the environment, local government in general has helped to educate people about the effects on the environment. Although many cities have made great strides adopting sustainability measures in its daily decision making process; my management philosophy is to adopt principles of sustainability for every aspect of governmental service delivery; this includes sustainability in housing development, finance, structure, community development, and program development. I would argue that one way to further enhance and empower our community is to have programs that promote sustainability.

5. *Promote Civic Engagement* – Civic engagement consists of knowledge, discussion, interest and participation in public affairs – in government and politics, policy issues, and the community. Recent trends have emphasized greater involvement of citizens and nonprofit organizations in governance, public policy, and service delivery; therefore, resulting in higher rates of successful service and program outcomes. For Groveland, I believe that the internet can be a great tool to offer convenient and flexible access to information about government and community affairs, as well as a channel of communication with city staff and public officials. Local government websites have unique opportunities to connect citizens with *both* government and community (neighborhood organizations and nonprofits). The City of Groveland is making an investment to improve our current website, thus increasing our ability to facilitate interaction between citizens and their local government.

It is clear that the City has undergone lasting periods without stable leadership and although many of the aforementioned principles of my management philosophy would have mass approval, leadership from both Council and the City Manager's Office will be needed for the City Organization to grow in these areas. For the City Council this can be achieved through civil political / policy discourse and strong communication with the City Manager's Office. For the City Manager's Office, making my management philosophy known throughout the organization starts with my ability to mold, develop, recruit, and gain support from my department directors. A growing community our size inherits certain challenges when developing a team of professionals and having the resources to ensure that our leaders are compensated in market comparable rates is important to that strategy. If resources are not available to invest in employee enhancements then professional training becomes essential to diversify our team skills and enable us to fulfill the roles that are relevant to service delivery.

6. Increase employee commitment and engagement

Employee commitment is critical to any organization and the City of Groveland is no different. With the history of poor employee morale, attempts to unionize, uncertainties in leadership and the slow rebounding economy; it has been a struggle to keep employee commitment and engagement at high levels. It is clear that any successful management strategy will need to have a strong conscious effort building *commitment, trust, motivation* and *loyalty* among the rank and file of the organization.

In a report by "Modern Survey", on the results of their most recent Employment Engagement Index of the Finance Industry, highly engaged employees outperform disengaged employees by 20 to 28%. Research also showed that companies who don't really work at engaging their employees tend to be unsuccessful in attaining company goals. In addition to being more

productive and goal driven, the cost of disengaged workers is shown in true dollars and cents. ***What are the costs of disengagement?*** For example if a person spends an hour a day at work disengaged - doing non work activities - surfing the net, calls to friends, looking for another job. Based on the average 22 day work month; that equates to approximately 22 hours per month, almost 3 workdays - 13% of work time - with full pay and benefits, and no return. This should be unacceptable – but it's amazing how many organizations tolerate this phenomenon, unfortunately the City of Groveland is no exception.

Organizations that work to keep commitment and levels of engagement high historically tend to survive and prosper. The City of Groveland has to accept the challenge of engaging employees - it's slow hard work - but the cost of disengagement is huge, and the value of full engagement is worth striving for.

With regard to my management philosophy toward addressing ***employee engagement*** there are several organizational standards that I look to build.

1. Share a daring vision - most employee expect to be proud of their work and organization. A strong vision and mission gives employees something to rally around - especially if it something that if successful will gain prominence in the industry.

2. Double down on investments in the Human Resource Division. We will need to work hard to get the right people in the right jobs, and then work hard to help them succeed.

3. Introduce new standards of performance and accountability. This can make for demanding and challenging places to work, but it is worth rewarding those who contribute and meet organizational goals.

4. Become as transparent as possible. The rumor mill is at extremely high levels in the city. Ultimately, it serves as a disruptive force within the city, and propagates misinformation for concerned citizens outside the organization. Striving to put out information on a regular basis takes advantage of sharing information - the good, the bad and the ugly, in an effort to tell the truth as fast as possible. Over time the City will build public trust, and play a critical role in providing factual information.

5. Work hard to establish equity in terms of pay, opportunity and development; and, provide employee groups and individuals recognition for the value of a job well done - and make that recognition ongoing.

6. Develop and maintain a system of due process - a well known, effective and respected way of dealing with workplace issues. Weave these characteristics into the day to day work and behavior of the organization.

7. Establish, maintain, and reinforce a commitment to employee engagement that utilizes innovation competitions, new technologies, growing leaders from within, and compensation packages that are reflective of education and talents.

There is nothing soft, easy, or blue sky about these organizational standards and/or measurements – In fact, they're tough. But the payback is huge, because engaging just one disengaged employee an hour a day would result in a 10% increase in productivity of the employee. If this was reflected across the organization the City could increase its productivity by nine times (9x) current levels.   Although, there is accountability with this type of engagement that will challenge some employees, it is my belief that the organization is ready for that change. For this reason, I will be using periodic surveys of employees to measure how closely standards of the organization have been turned into practice, in addition to utilizing management team meetings to analyze employee surveys to identify any organizational mission

/ vision disconnects. Employee surveys and feedback will be used as a reality check to determine where the organization stands.

Employing these steps will ultimately lead to greater employee commitment and engagement that can help the City of Groveland gain an operational advantage through strengthened motivation, loyalty, and trust from our employees.

Background and Process

The City of Groveland embarked on the recruitment of a City Manager at a time when the City was experiencing unprecedented employee turnover, and uncertainty in both political and administrative leadership. I was hired January 6, 2014; the purpose of this review is to identify, share, and develop an operational foundation for future organizational success, as well as the steps necessary to get there.

My "Organizational 200 Day Review" was based on fact gathering organizational analysis techniques including but not limited to employee interviews, introductions with community leaders, organizational structure review, council strategic planning, business surveys, team building, and finance / budget examinations. This process allowed me to assess the organization's current state; coalescing visions of the desired future; indentifying gaps between those; assessing strengths, weaknesses, opportunities and threats; determining areas of future organizational focus; and setting forth goals and objectives to move the organization forward within those focus areas. The following represents the city's motto, vision, and mission statement.

City Motto: A City with future, Watch us grow.

City Vision Statement: Our vision is creating solutions for our future.

City Mission Statement: The Mission of the City of Groveland is to Inform, Involve, and Inspire the Citizens We Serve. We understand that Groveland will have smart growth with continued focus, dedication, and discipline in providing quality services.

March 21, 2014; The City Manager took the City Council through a process of identifying its fears, dreams, values and common themes for the city. This process started a conversation aimed to detect core values and ideal organizational components as expressed by the City Council. From this input, draft goal statements were created, consolidated and finalized through discussion with management team members. *The following goals statements* were developed:

1. Establish a sound and sustainable government supported by professionalism, progressive thinking and modernizing the organization.

2. Develop maintain and rebuild safe, clean, diverse, healthy, neighborhoods; including partnering with the school district.

3. Promote Quality of Life through events, projects and policies that include Public Safety, Community Pride Events, Strong Citizen Involvement, Parks and Recreation venues.

4. Develop inviting high profile visually impactful projects: including projects that establish Groveland as a destination, Enhanced Gateways, branding, and other projects that reflect sound use of tax dollars.

The City Manager also took the City Council through a process of prioritization which generated *the following list objectives* (in order of most priority):

Top (10 - 7 votes)	Consensus (2 - 0 votes)
- Robert A. Davis / Ronald Sefton Gaffney Amphitheater 3 Police Cars with Equipment **High (6 - 3 votes)** - Uniforms PD / FD / City - Monitors / Defibrillators - Lift Station 18 rehab/relocation 3rd Phase Eagle Ridge System - Law Enforcement Equipment (firearms, tasers, ammo) - Laser fiche Training - Hwy 50 Median Landscape/ Irrigation - Storm Water Master Plan - Bio Solid Treatment - Thermal Imaging Camera (Replacement) - Emergency Traffic Control - New City Website	- Tablets (Paperless) - Employee Compensation - Public Safety Facility w/Council Chambers - Sampey WWTP Belt press/Centrifuge - Vehicle Replacement Program (Fire) - Finance Software - Training Education (Risk Management) - Entryway Solutions (Welcome Signs) 12in FM Sampey WWTP to Green Valley - Electronic Permit Equipment - Sunshine WTP upgrade / expansion - Wellness Initiative for Employees Program

Please note: The Objectives shown above labeled or represented in the consensus listing may include staff driven recommendations (some items may have had no city council votes but were identified critical to mission).

Environmental Scan

The City of Groveland is a prime location subject to experience massive levels of population growth; positioned to potentially double its size in a short 10 year period and possibly triple its current growth in 20 years. However, for these trends to be realized Groveland will need to transcend its recent past and challenges of: *Government Fragmentation*, *Poor Media Relations*, *Polarizing Politics*, and *Lack of Trust in Government*.

Government Fragmentation in Lake County doesn't appear to be new; with growth patterns shifting from northern county to southern county, resources that typically were directed to the infrastructure needs of the growth in north Lake County are shifting to the meet the growing needs in the southern county municipalities. This adds a competitive tension among municipalities which is to be expected when resources are limited; however, without major metropolitan areas that can take the lead on regional issues, Lake County is especially vulnerable to having its municipalities fall into states of government fragmentation. In other words, having small municipalities with a "Go it alone" approach; leaves the larger Social, Technological, Economic, and Legislative / Regulatory regional issues unaddressed. The City of Groveland… intentionally or unintentionally, has received the reputation of being a maverick community. It is one thing to be a press forward leader that views success through increased business development and resident growth. It is a wholly different attitude to refuse help, oppose regional amenities, and to recant on past agreements with other governmental agencies or organizations.

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Poor Media Relations has plagued Groveland historically. What is likely a fairer characterization is that Groveland has been on the wrong side of numerous news events. Groveland's approach has been to avoid the media instead of accepting missteps as a learning experience and show a willingness to accept criticism as a part of an improvement strategy. This approach of accepting certain realities in the industry has allowed Groveland to improve its media image in the short 10 months that I have served in the role as City Manager. Understanding that the pressure of instantaneous 24/7 media substantially impacts the behavior of local government officials and has an effect on the public's perceptions of local governments and their officials, makes it important to provide a level of transparency that easy for media reporters to find facts and pull from other stories. Getting ahead of a story has everything to do with putting your story out there first. The best way to do that is to put your story out there before it is a story. Building a positive news environment is not avoiding reporters but making them apart of your ongoing growth as an organization.

Polarizing Politics has become common place on the national political scene. The trend of extremes in both parties and the lack of political "rewards" for those who try to govern from the center make it difficult to deal with complex and important issues. The disappearance of civil discourse places local government managers and staff in a difficult position in order to find areas of agreement that move communities forward. In Groveland this is especially the case as employees have managed to survive the political infighting by taking sides in the hope of saving their jobs. In addition to the polarization, there is splintering of the population into specialized groups (in a small community this particular evident) that have the capability to mobilize pressure on elected officials and the city manager which can derail decisions intended for large public goods, in the interest of a few.

Lack of Trust in Government remains one of the most important factors that hinders a community from achieving levels of success. Think about it this way: When trust is low, in a community or in a relationship, it places a hidden "tax" on every transaction: every communication, every interaction, every strategy, every decision is taxed, bringing speed down and sending costs up. My experience is that significant distrust doubles the cost of doing business and triples the time it takes to get things done. While trust in local government remains higher than both federal and state government, overall trust levels are in need of improvement. Most governmental interactions with the public occur at a local level, since local government plays an important role in delivering day to day services; therefore, the task of building trust with local residents falls first on local government. City, County and School District governments are on the frontline of building trust in government. Harvard University Center for Public Leadership has conducted several studies and surveys related to the national confidence level of citizens and consumers by industry sector. Both Illustrations 1.1 and 1.2 (on page 11-12) provide a national prospective regarding the public's confidence in the leadership of various institutions by sector. The same researchers indicate that there are three areas where leaders and officials can improve the confidence or trust from the public. According to the Harvard University Center for Public Leadership; **leaders can improve trust in government by keeping their word**. Leaders should share their visions and intentions in their roles, and keep their promises. Additionally, **leaders must show the capacity to achieve or carry out their organizational visions**. Building trust also relies on a leader's competence which includes capabilities, skills, results, and track record. Finally, the third action **that leaders can take to improve trust in government is to be genuine in what motivates the leader**. Trust is confidence born of a leader's character in addition to the other aforementioned factors of competence and honesty. Character includes your integrity, motive, and intent with people; it is referred to as authenticity.

Illustration 1.1

2013 Comparison of Overall Confidence in Leadership by Sector

Above-average Confidence

Average Confidence

Below-average Confidence

Military
Medical
Nonprofit & Charity
Supreme Court
Local Government
Education
Business
Executive Branch
State Government
News Media
Congress
Wall Street

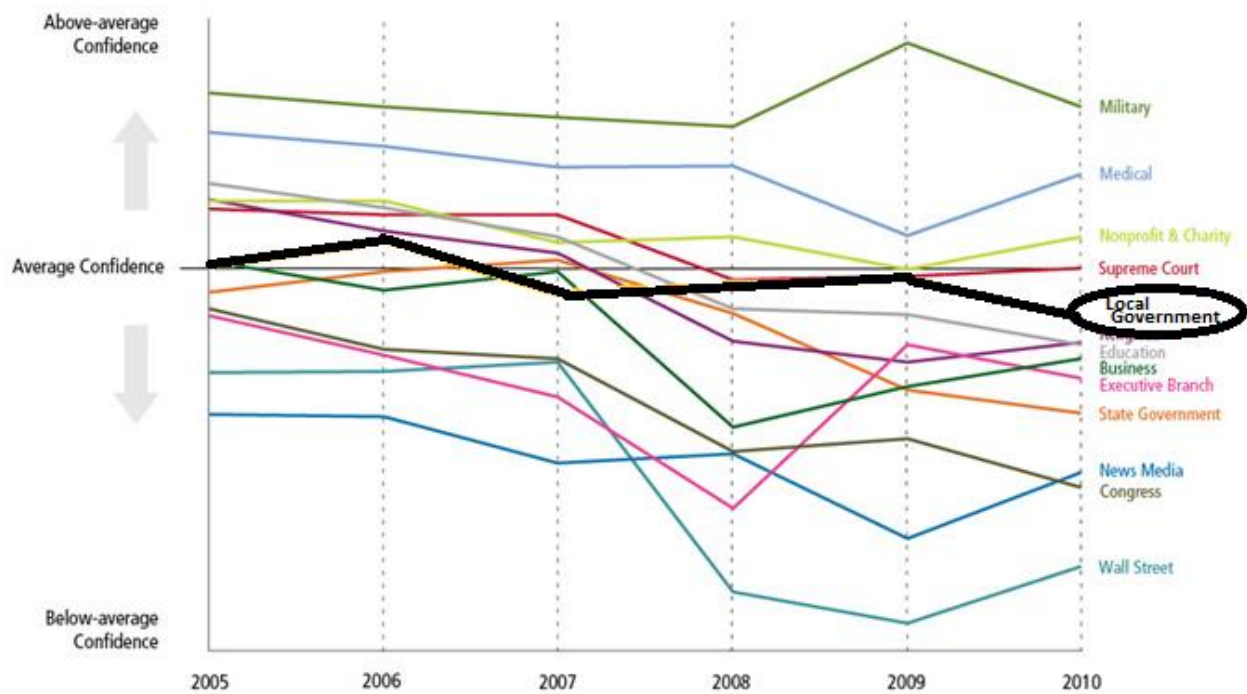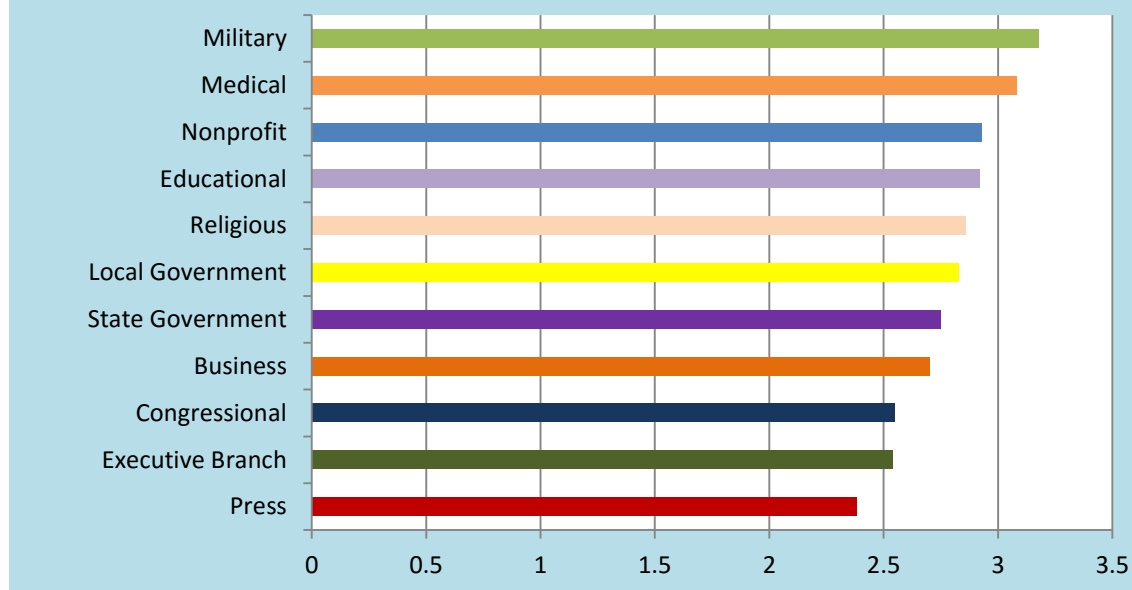2005 2006 2007 2008 2009 2010

Illustration 1.2

2010 Overall Confidence in Leadership by sector
How much confidence do you have in the leadership of the following sectors? Range: 1 (None at all) – 4 (Great Deal)

Military
Medical
Nonprofit
Educational
Religious
Local Government
State Government
Business
Congressional
Executive Branch
Press

0   0.5   1   1.5   2   2.5   3   3.5

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Making Assessment and determining the right size and staffing for a sound management team is a critical function of a new City Manager. Our management team is made up of more than Department Directors; I have also included key management personnel who play a critical role actualizing organizational principles aimed to steady the foundation for organizational success. The Management Team construct is also used as a training ground for the 2nd management tier, who are being developed as a part of the organizational leadership succession plan. As examined in the environmental scan the issues of "Government Fragmentation, Poor Media Relations, Polarizing Politics, and the Lack of Trust in Government;" makes moving the organization forward complicated. However, working together with my management team has indentified following common themes that are highlighted as strengths, barriers, successes and challenges:

Strengths
- o Fast Growing Community
- o Positive Media Exposure
- o Vision, Mission, and Direction
- o Growing Trust

Barriers
- o Continuous Campaigns / Council Politics related to frequent elections.
- o Low Public Trust
- o Limited Resources / Deficits

Successes
- o Strong Goal Setting
- o Reestablished Vision, Mission, and Local Brand
- o Innovations, Technology, Processes and Systems are Continually Improving
- o Stronger Contract Administration and Oversight of City Vendors

Challenges
- o Leaving the Past Mistakes in the Past; and Moving Forward with Planning for the Future in Resource Development and Governance.
- o Working Together
- o Trust Internally and Externally
- o Rebuilding Systems in new and Innovative Ways
- o Patience (most of the problems didn't happen over-night and most of the solutions will not show their remedy over-night).

In addition, the City's management team has already embarked on an on-going process to create an environment of continuous assessment, this process although unstated and gradual is part of the development of an organizational strategic plan. The city's management team has identified organizational strategic goals that will be examined in the next section of this document. In preparation, I have tasked the department heads to complete a summary analysis of their department's strengths, weaknesses, opportunities and threats. I've incorporate these efforts into a City Manager's Implementation Strategy that is focused around the five areas or strategic goals.

City of Groveland Organizational Strategic Goals				
Provide Excellent Customer Service	Enhance Organizational Development	Increase Information Sharing	Promote Sustainability	Promote Civic Engagement

City Manager's Implementation Strategy (Strategic Plan)

The City Manager's Implementation Strategy indentifies strategic goals and objectives that guide the internal and external activities of the organization.

These strategic goals are:
- o *Provide Excellent Customer Service*
- o *Enhance Organizational Development*
- o *Increase Information Sharing*
- o *Promote Sustainability*
- o *Promote Civic Engagement*

City employees are consistently providing efficient, professional, high-quality service to residents, businesses, and visitors of Groveland. To achieve this, we must have a well trained workforce, establish customer service and performance standards, consider new ways to use technology and increase our accessibility to our customers. **The Customer Service** Goal focuses on how well the organization is able to constantly and consistently exceed the needs of the internal and external customer.

I have personally conducted over 100 interviews with employees of the City, and an overwhelming majority expressed a desire to know that their experience, skills, opinions, innovations and perspectives were recognized and valued by the organization. **The Organizational Development** goal focuses on improving the effectiveness and productivity of the organization through innovation and values-based employee development.

City employees also provided significant feedback indicating that many of them did not believe important information was reaching all levels of the organization. This fact has also contributed to the informal rumor mill that is established amidst the employee rank and file, thus the rumor mill has been responsible for several misunderstandings, employee disputes, and miscommunications. As a result, hours upon hours of staff time has been used to clear or resolve false and out of context rumor mill claims. Our goal has been to develop mechanisms for information sharing that emphasizes the importance of disseminating information from the top down and the bottom up. It is my position that the biggest weapon that we have is transparency and information sharing. This is evident by the city website with its use of posting numerous management documents such as; the City Manager's Report, Staff Work Plans, the Organizational Review, and Press Releases. **The Information Sharing** goal stresses the importance of intentional sharing of timely, accurate and relevant information among all employees, departments and City leadership so that employees are informed of important information and thoughtful decisions can be made.

Fiscal and environmental stewardship and sustainability are increasingly important values to any organization. As a former consultant in this area, I have serviced several clients regarding these principles and have witnessed several organizations react to such changes in organizational culture. My experience has shown that changes in stewardship and sustainability never come easy, despite an overwhelming desire for that change. Typically, there are: fits and complaints; hems and haws; starts and stops; to thoroughly acculturating an organization with a sustainability business model. The City of Groveland will be no different and patience will be critical to the ultimate success of this endeavor. **The Sustainability** goal focuses on the City's effort to reduce harmful effects on the environment, maintain strong sustainable fiscal management, build a strong local economy, and enable the development of social, economic and environmentally sustainable community.

The City of Groveland recognizes our partners in the community we serve. A renewed focus on **Civic Engagement** is an effort to intentionally connect with residents encouraging them, energy and action on proposals that impact the community. This combination of effort is intended to cultivate a feeling of belonging to the greater community.

City of Groveland Organizational Strategic Goals				
Provide Excellent Customer Service	**Enhance Organizational Development**	**Increase Information Sharing**	**Promote Sustainability**	**Promote Civic Engagement**
Action Items				
• 24 hour Response Internal Support • Mirroring • Customer Service Manual • Surveys both internal & external • Complaint Tracking • Information and Transparency	• Provide leadership Training • Develop a Succession Plan • Empower upcoming leaders within the organization • Keep the organization running well	• Tid Bit Tuesday Program • Wellness Wednesday • Think about it Thursday • Finally Friday (recap / updates with partnering departments and workgroups) • Maximize on Social Media Technologies • Premier City Campaigning	• CSI - Cost Savings Initiatives • Design Standards and Planning Initiatives • Employee Ownership / Pride • Council Education (city process) orientation • Employee Education Program	• Community Update Outings • New Web Site • Use Multiple venues and medias for information and news reporting • City Academy • Citizen Fire Academy • Citizen Police Academy • Day with the City Manager

How the Pieces Fit Together
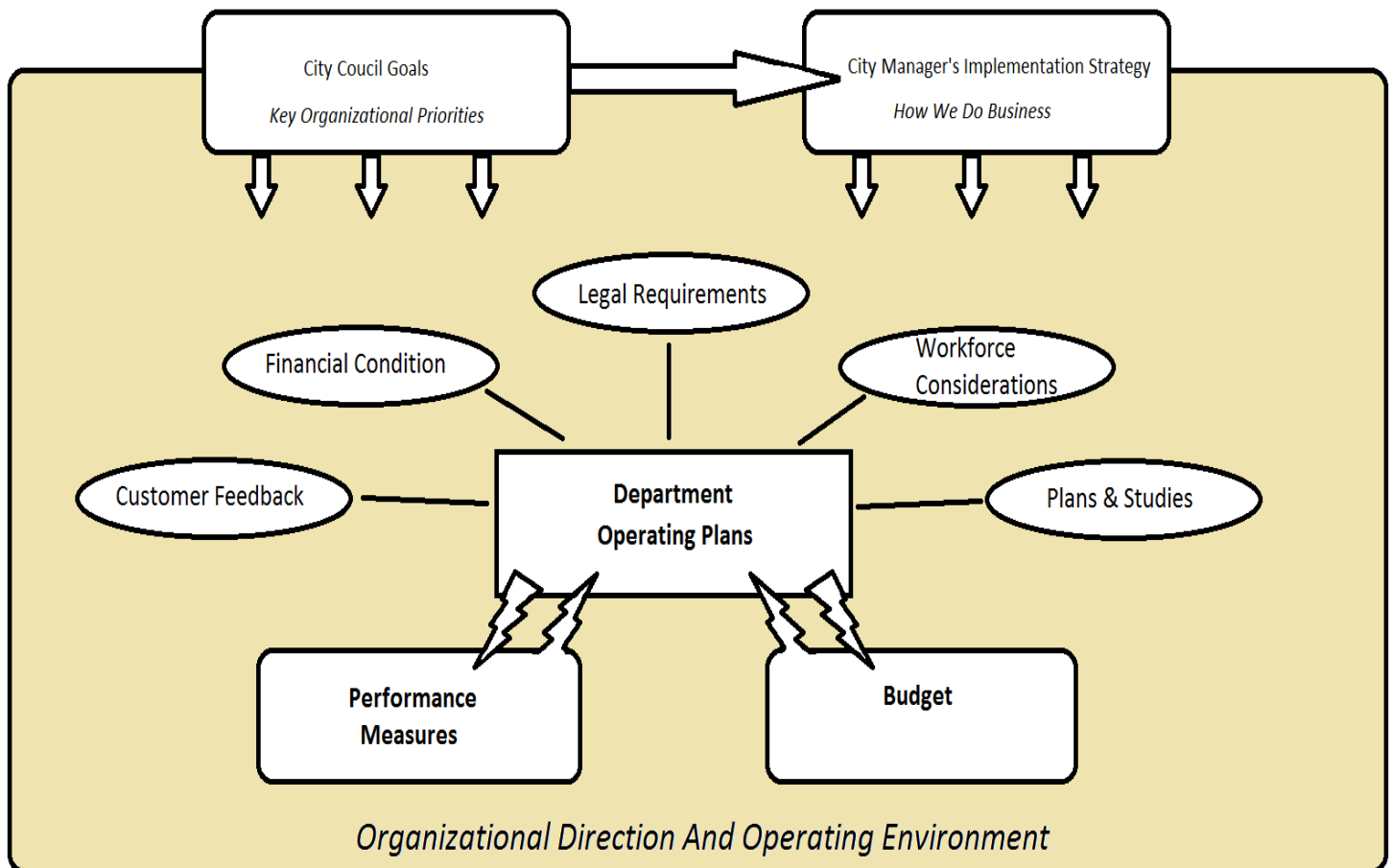
The City Manager's Implementation Strategy follows an organizational planning process that is also a guide that departments, divisions and workgroups will use to develop particular goals, strategies and performance measures. The City Manager's Implementation Strategy aligns resources with strategic directions to keep the organization looking forward and anticipating future challenges, rather than reacting to unexpected obstacles or changes in direction.

This is a new approach for administration in the City of Groveland, and it is a part of an overall emphasis on strategic planning across the organization. The City Council goals and objectives process combined with the development of the Staff Work Plan, and connected to the new approach of our budget process all aim to set clear short term and long term direction, mission, and vision for the organization.

As we get better in this process, we empower our citizens which empower our elected officials; who in turn empower management and staff which strengthens the organization. In other words, the more practice we have using our approach to policy and management strategic planning, the better we will be in establishing clear policy direction. We will excel at meeting on-going priorities and create the operating foundation whereby the organization moves toward achieving its goals.

Management Style and Values

During my tenure thus far, I have been asked several times, "Why would you want to be a City Manager? And how or what motivates me as City Manager for Groveland?" The job of City Manager typically, is paid less money than what a person with similar talents can earn in the private sector. The hours are long with no additional pay. In addition, even a city manager's family life can often be strained due to the various off-hour obligations. Being a good City Manager means you must filter proposals: to and from staff, to and from city council, resolve employee grievances, and ensure internal equity. Meanwhile; a City Manager has to understand and improve the bottom line of the organization: he/she needs to know why things are done a particular way, know how a service could be improved; and to bring their talents to bear on increasing responsiveness to the citizenry. All of this, and one day... typically with little notice, a majority vote of elected officials may inform you that your services are no longer needed in a community you have worked so hard for. When someone asks me, why would anyone want to become a City Manager? My response is "city managers get to make a difference." City managers and their works are critical to the success of democracy. In the most visible level of government, city managers garner the public trust, the public good and local government legitimacy. I believe at its core this is exactly what the country's founding fathers envisioned government's role. For me having experience with both government and the private sector, I can say to my inquisitors, "Being City Manager is an honor and a dream job for me".

While the principles of trust and equity are important focuses to my management style, knowledge, skills and abilities are required of me and people who work around me. My goal is to I lead by example and work to maintain high levels of interpersonal engagement. While some management styles rely on isolation and heavy handed decisions, my management style encourages community visibility and engagement in the community we serve.

In public organizations, the political arena is necessary for the survival of government organizations and without it public trust would soon be lost. However, an overbearing political environment weighs on public organizations, and in some cases can hinder its ability to provide quality services. A hyper political organization alters the traditional policy/administration dichotomy of the council-manager relationship. My management style remains flexible (allowing elected officials to communicate directly with management staff – a practice that the city charter gives discretion to the City Manager). I would argue that the unbending, straight line that separate policy and administration must be balanced to provide the best government, not just the most efficient government. For this reason, my style of management tends to protect staff, but also be open to giving administrative leeway to elected officials. In order for council to make informed decisions, council members need to have solid information to provide the credible direction for staff to make and keep the organization successful. For this reason, I work hard to keep staff involvement in the politics to a minimum, and at the same time keep city council interaction with staff in a structured and mutually accepted manner.

The values instilled in my management style are captured in the following management vision, mission, and value statements:

1. Management Vision Statement – The City of Groveland team members provide unmatched quality of life and excellent customer service for the community.

2. Management Mission Statement – The City of Groveland provides excellent services by anticipating community needs, creating partnerships, promoting sustainability and embracing diversity.

3. Management Value Statement – We serve with integrity, embrace diversity, and are responsible stewards of taxpayer dollars and the natural environment.

It is said that an organization takes on the characteristics of it Chief Executive Officer. If this true the following core values will serve as a foundation for both my management style and from which our organization will grow.

Core Values

WE ARE:

Growing

Responsive

Open

Visionary

Ethical

Legal

Accountable

Neighborly

Disciplined

Smart Growth Strategies and Sustainability (by Department)
(Presented as written by Department and Division Directors and Managers)
SWOT Analysis and/or Five Year Outlook

The City Manager's Office

The council-city manager form of local government combines the strong political leadership of elected officials in the form of a council or other governing body with the strong managerial experience of an appointed local administrator. Approximately 50% of US cities with populations of 25,000 or more, and 47% of US cities with populations of 5,000 or more have adopted the council-city manager form.

As City Manager (the chief executive officer), I am tasked with providing leadership and administration in the day-to-day operations for the City of Groveland, Florida; (recently distinguished as the State of Florida's 10th safest community). Working closely with the City Council, City Employees and Groveland Residents, the City Manager's Office ensures that quality services and programs are available to meet the needs of our residents and business community.

The Mission of the City Manager's Office mirrors the mission adopted by the City of Groveland; which, is to Inform, Involve, and Inspire the Citizens we serve. We understand that Groveland will have smart growth with focus, dedication, and discipline to provide quality services at sound tax dollar rates. Our Vision Statement is Creating Solutions for Our Future. The City's Motto is Groveland the City with a Future, Watch us grow. Growing is what we do as Florida's fastest growing community pre-2008, we are on the move again... taking advantage of smart growth principles and sustainable strategies, Groveland is not only the place to be, but it is the place to grow.

The City Manager's Office includes the Office of the City Clerk; the Public Information Office; and the Executive to the Groveland Community Reinvestment Agency.

City Clerk Duties and SWOT Analysis
Background

The City Clerk is responsible for providing administrative and purchasing services to the Mayor and City Council; attests, maintains custody of records and all official documents. Additionally, the City Clerk's Office administers the publication of the City's Code of Ordinances and all related supplements; coordinates and completes public record requests; creates agenda packets; schedules and advertises meetings and ordinances; and provides city information upon request in accordance with Florida Statute 119.

Concerns
The primary concern for this division is the amount of time being utilized answering records and discovery requests. Due to the rampant inaccuracy of information flowing through the community and politically charged atmosphere the City Clerk is repeatedly inundated with numerous requests. In addition, the amounts of lawsuits and union hearings/negotiations have created further requests for massive volumes of information. Hence, this information must be reviewed and redacted in accordance with Florida statutes unfortunately, the City Clerk is the only employee capable of completing this task as other staff members have either not received training or do not feel informed enough to comfortably perform this task due to minimal training. The staff and council have different methods to deliver information through paper packets or electronic files in order to reduce waste in both paper and labor this process is in dire need a streamlining.

<u>**Recommendations**</u>
An action that could be taken would be to provide the City Clerk with support staff such as a part-time employee or volunteers who would be charged with performing fundamental tasks in the office that would free up time to complete time sensitive projects. There is a large amount of retired professionals within our city who have vast experiences and the organization would benefit greatly from their knowledge. Moreover, the City is located near numerous higher education institutes that may be able to *provide interns*.

Implement a records management policy that would place the burden of classifying and properly maintaining records on the individual employee who created it. In addition, the City Clerk would establish *a records management committee* comprised of a staff member from each department that would become the records coordinator for their department. The records coordinator would be responsible for monitoring their department's records to ensure they were in compliance with the policy.

Allow the City Clerk to implement a *Citizens Academy* to inform the citizens about the functions of the organization. This will ensure public involvement and reduce the spread of false information as more citizens will be well informed and less likely to believe fabrications. Implement an *electronic agenda policy* providing each staff and council member with a tablet and complete the Wi-Fi access connection in all community buildings. With the advance of technology making electronic devices highly capable of performing tasks at a low price it is only logical to move away from paper agendas and communications. By utilizing technological advances and the availability of wireless internet all meetings could be digital with even the audience bringing in their own device to view agenda item with council.

Elections Official Duties
<u>**Background**</u>
During City Elections the City Clerk doubles as the local Elections Official. The local Elections Official is responsible for organizing and advertising all municipal elections. The Lake County Supervisor of Elections is responsible for conducting the actual elections but the Elections Officials is required to handle all other aspects; this entails the filing and qualifying of candidates, receiving and maintaining candidate financial reports, training candidates, addressing complaints, canvassing each off year election and ensuring that all candidates adhere to Florida Statute requirements.

<u>**Concerns**</u>
The position of Elections Official consumes a large amount of time the month prior to qualifying and again the month prior to elections. In federal, state and county election years this amount of time is increased due to the placements of political signs within Groveland's jurisdictions. Moreover, each year one or two candidates push the boundaries of what is allowable by statute. When the staff attempts to enforce the policies and regulations they are retaliated against and are subjected to hostility. The Elections Official tends to become the referee between candidates and staff members. In addition to the following recommendations staff has been directed to examine this challenge and provide a report and recommendation to the City Council.

<u>**Recommendations**</u>
Elections Official duties and the challenges completing this work also highlight the need for additional staff support. By providing the City Clerk / Elections Official with support staff such as a part-time employee or volunteers, this office could fully commit to training and orientating candidate's as needed. By training the candidates there would be less opportunity for misinterpretation of laws/ordinances and would hopefully limit the amount of complaints issued. It would also be beneficial to publicly supported staff in their efforts to enforce regulations.

SWOT Analysis

Strengths

- City Clerk is certified in various skill sets
- Transparency
- Ability to receive continuing training/education
- Diverse community
- Relationship with IT Department
- Progressive thinking
- Highly skilled management team
- Stability
- Adaptability

Weaknesses

- No support staff
- Reactive instead of proactive
- Non-existent policies
- Inadequate organizational training
- Insufficient revenue to properly manage records
- Council terms
- Yearly elections
- Apathy
- High stress
- Inaccurate information circulated in community

Opportunities

- Technology
- Large retiree population of professionals
- Located near numerous educational institutions
- Expanding businesses catering to governmental needs
- Implementation of training program
- Rapid growth

Threats

- Changing regulatory requirements each legislative session
- Negative perception regarding public government
- Overly politically charged environment
- Sub-standard records storage facility
- Lack of understanding of the City Clerk's role within the organization
- Rapid growth

Groveland Community Reinvestment Agency (CRA)

The City of Groveland is dedicated to creating a community that values its agricultural roots and to create more opportunities for its people. This Community Redevelopment Agency outlook establishes the existing conditions, reiterates conditions of concern, and sets the stage of transformation and future direction of the Community Redevelopment Area. Projects and programs that will increase community vitality, create a local destination, strengthen neighborhoods, and promote economic activity are previewed in the following SWOT Analysis

SWOT Analysis

Strengths

- Support from Elected and Appointed CRA Board Officials
- Well advertised public meetings and Workshops.
- Established Facade Program
- Promoting Smart Growth Concepts that will lead the way for special projects
- Free Downtown Parking
- Total Quality Approach to Economic Development for the entire of City of Groveland

Weaknesses

- No Housing Initiative or Program
- Poor visual impact at key corridors leading into the Downtown.
- Poor visual quality of public roadways corridors and entry ways
- Lack of Parks and recreational Opportunities
- Lack of an entrepreneurship progam or incentive package

Opportunities

- Promote more Citizen Participation
- Build positive community image and identity
- Create / Re-Create a Community Redevelopment Plan
- Establish strategies for improving quality and safety of housing, neighborhoods and districts.
- Plan Downtown (post 50 re-route)
- Promote Public Private Partnerships

Threats

- Lack of housing diversity in older parts of town
- No leverage of private funds
- Lack of development and redevelopment that fosters environmental sustainability through creative and practical solutions
- Public Transportation ???
- Sustainable Funding Levels that meet the needs of the CRA areas

Public Services Department

The mission of the Public Services Department is to ensure an aesthetically pleasant, healthy, and safe environment for the citizens of Groveland by providing: a sanitary water and sewer system, street maintenance, recreation and park services, fleet maintenance services, and facility management.

Chart 1 (water)

SWOT Analysis

Strengths

- Potable Water Supply
  The City currently has CUP's from SJRWMD for the north and south service aeas in the amount of 0.368 MGD and 1.6MGD respectively

- Water Treatment Plant Capacity
  The City currently has FDEP permits for water treatment plant capacity of 6.485 MGD maximum daily flow for five plants.

Weaknesses

- Potable Water Supply
  The City's current demand is 1.476 MGD or 75% of the permitted withdrawal rates.

- Water Treatment Plant Capacity
  The Sunshine plant #3 has a treatment capacity of 1.084 MGD. The Sampey WTP needs some upgrades in the next five years.

Opportunities

- Potable Water Supply
  Reduce the demand through conservation efforts and ordinance enforcement. Lobby SJRWMD for additional withdrawal rates. Increase alternative supplies.

- Water Treatment Plant Capacity
  Upgrades of WTP#3 are scheduled for 2014/2015 which may allow for an increase treatment capacity through FDEP. Sampey should also be upgraded in the next five years.

Threats

- Potable Water Supply
  The City currently has CUP's from SJRWMD for the north and south service aeas in the amount of 0.368 MGD and 1.6MGD respectively

- Water Treatment Plant Capacity
  The City currently has FDEP permits for water treatment plant capacity of 6.485 MGD maximum daily flow for five plants.

Chart 2 (waste water)

SWOT Analysis

Strengths

- **Wastewater Treatment Capacity**
  The City has FDEP permitted treatment capacity of 1 MGD at the Sunshine WWTP and 1MGD at the Sampey WWTP.

- **Reclaim Water Supply**
  The City currently has CUP's issues by SJRWMD for the north service area with a capacity of 0.163 MGD and the south service area with a capacity of 0.105 MGD.

Weaknesses

- **Wastewater Treatment Capacity**
  The average daily flow at Sunshine is .261 MGD or 26% of plant capacity. The average daily flow at Sampey is .456 MGD or 46% of plant capacity.

- **Reclaim Water Supply**
  The City is currently in the process of terminating the Waterside CUP due to low water levels in the reservoir making the system unopperational. Potable water is being supplied to this development for irrigation purposes.

Opportunities

- **Wastewater Treatment Capacity**
  Begin to strategize funding resources for plant expansions at both plants over the next five years. Our new Dewatering System has the ability to enhance cost savings and possible create a new revenue stream.

- **Reclaim Water Supply**
  The Eagle Ridge Phase 1&2 projects will supply reclaim to developments along 565A and Hwy 50. Phase 3 will connect the North & South service area allowing us to meet demand.

Threats

- **Wastewater Treatment Capacity**
  The Villa City Development will require over 1MGD of plant capacity. Additional development in the South service area will require a Sampey expansion within ten years, if growth remains at 3%.

- **Reclaim Water Supply**
  The quantity of reclaim water will not equal the demand. Alternative sources will be required through lower floridan wells, stormwater, or reduction efforts and Ordinance enforcement.

Chart 3 (waste water)

SWOT Analysis

Strengths

- **Growth Rate**
  The growth rate we are currently experiencing will generate revenues.

- **Staffing**
  The City has recruited several new highly skilled personnel in management positions.

- **Wastewater Treatment Facilities**
  Expansion of Sampey and Sunshine plants in 2007.

Weaknesses

- **Growth Rate**
  Additional infrastructure will require additional personnel to inspect and maintain.

- **Staffing**
  Lack of knowledge in City policies, procedure, and programs.

- **Wastewater Treatment Facilities**
  The expansions were to 1MGD at each facility. They will need additional expansion in the next five years if growth continues at the current rate.

Opportunities

- **Growth Rate**
  Growth will bring new businesses and new ideas that can assist in the City's innovation efforts.

- **Staffing**
  Incorporating new ideas and strategies to move the City forward.

- **Wastewater Treatment Facilities**
  Design and expand to meet demands of a 15 - 20 year projection.

Threats

- **Growth Rate**
  Additional customer demand for service will place greater strain of personnel and equiptment.

- **Staffing**
  Changing the status quo may not be accepted by some; thus, risking a resurgence of past problems of high turnover.

- **Wastewater Treatment Facilities**
  Funding the expansions.

Chart 4 (streets)

SWOT Analysis

Strengths

- **Water Treatment Facilities**
  Installation of Plant 5, Palisades well, and upgrade of Sunshine Plant.

- **Streets**
  A street rejuvenation project has been established for alternating years. This will increase the useful life and postpone the need for resurfacing.

- **Vehicle Maintenance**
  Full service maintenance garage.

Weaknesses

- **Water Treatment Facilities**
  New wells at Palisades and Sunshine may have water quality issues in the future. Additional water resources through CUP negotiations will be required.

- **Streets**
  Deteriorated roads will require resurfacing in the next five years. Staffing levels are not adequate to maintain the streets in an efficient manner.

- **Vehicle Maintenance**
  Limited qualified staff to meet demand. Outsourcing some maintenance requirements.

Opportunities

- **Water Treatment Facilities**
  Coordinate with design engineers and regulators to construct upgrades that are efficient and will meet future damands.

- **Streets**
  Seek funding sources through County grants, City paving fees, or bonds. Increase staffing levels.

- **Vehicle Maintenance**
  Increase mechanic staff. Training mechanics on proper maintenance procedures. Ehance the tool inventory.

Threats

- **Water Treatment Facilities**
  SJRWMD may be unwilling to increase withdrawal rates necessary to meet demands.

- **Streets**
  Funding and resources may be inadequate to maintain streets at a "Premier City" level.

- **Vehicle Maintenance**
  Vehicles remain unserviced in a timely manner. Costly outsourcing repair or maintenance services.

SWOT Analysis

Strengths

- **Parks and Recreation**
  The addition of two new parks at Sefton Gafney and Robert A. Davis, Christmas Parade, and 4th of July celebration.

- **City Facilities Maintenance**
  Employees have the skills to make repairs and replacements.

Weaknesses

- **Parks and Recreation**
  Insufficient recreational opportunities for the citizens of Groveland. Deterioration of park equipment. Staffing to support events.

- **City Facilities Maintenance**
  Facilities are older and deteriorating. Inadequate to fully maintain facilities to a higher standard.

Opportunities

- **Parks and Recreation**
  Bar-B-Que cook offs; ski Competitions; Skate Board Competitions; Turkey Shoots; Golf Tournaments; Fishing Tournaments, and Native American POW Wows

- **City Facilities Maintenance**
  Build new facilities to house FD, PD, and Public Services staff. Enhance staffing levels for maintenance.

Threats

- **Parks and Recreation**
  Not enough citizen participation to support the cost of events. Funding and staffing the events.

- **City Facilities Maintenance**
  Funding new facilities and staffing. Funding renovations of existing facilities

Community Development Department

Groveland is in the midst of a growth period. Based on unofficial indicators, the City of Groveland is reaching the building pace of near pre-2008 levels. The goal of the Community Development Department is to be the lead department, in assisting the City develop smart growth standards and principles. Many of the Planned Unit Developments (PUD) ordinances express a high quality development mostly based around the concept of traditional neighborhood design (TND). This is a planning concept that calls for residential neighborhoods to be designed in the format of smaller early 20th century villages and neighborhoods. They are walkable communities with a "main street". Properties often vary in size, have front porches, and recessed garages. Groveland's zoning code related to subdivision development supports these concepts. Currently, many PUDs are supported the zoning code but the TND concept has been lost as the build out of many PUDs were directly impacted by the market collapse. As these PUDs come back on-line with the recent housing expansion; we have noticed a trend that developers and builders are amending the PUD ordinances to remove many of those TND concepts. For example, lots are the same width, porch requirements are being relaxed or removed and, in some cases the city's current landscaping buffers are also relaxed.

To date, little has been done in terms of leadership or vision to direct the build environment. The focus of the Department has instead been on moving projects through the building process (not the planning process) as quickly as possible to accommodate the high level of growth. As the department moves to correct these issues we have outlined the following SWOT analysis

Weaknesses and threats include:
1) Lack of Organization
2) Lack of Knowledge
3) Unclear Planning Process
4) Technology
5) Unclear policy direction on how Groveland should grow
6) Staffing Concerns

Strengths and opportunities include:
1) The staff has a positive can do spirit that wants to serve the public in an expeditious and courteous manner.
2) Many of the necessary tools for well done planning are currently a part of the Comprehensive Plan's future land use options and overlay districts that direct growth to the North.
3) Providing the Development Coordinator with more planning related education – the development coordinator did an incredible job covering for the City Planner during recent departmental vacancies.
4) Neighborhood Grants
5) CDBG Administration

In order to get the department in the offensive state the Community Development Director will develop an "up and running plan" to address the various weakness and threats of the Department. This plan will add a layer of sustainability to the Department. The City Manager has also indicated that the Community Development department will be one of the first to go through a Lean Six Sigma Process or Value Stream Mapping (see definition in glossary).

SWOT Analysis

Strengths

- Staff has a positive "can do" sprit

- Many of the necessary tools for well done planning are currently a part of the Comprehensive Plan's land use options and overlay districts that direct growth to the North.

- Our Grant Writing, Coordinating, and Administration Expertise has increased due to recent hires.

- We have a strategy to bring in and establish a full in-house building department

Weaknesses

- **PUD Ordinances** are filed by hard copy only. Often the files are missing and amendment tracking are easly misplaced.

- **Project Tracking** is difficult to find with out key staff

- **No clear listings** of HOA's or list of developers currently working in the City

- **Some Developers submit** preliminary plat infor. & contruction plans at the same time - other do not.

Opportunities

- **Embrace Technology** use the electronic based environment to enhance services

- **Basic Education** related to the code identificaton - knowing which code for accessory structures and fences.

- **Cross training** with clear lines of task and duties

- **Vision Sharing** (staff meetings) the department has not used staff meetings to share big picture

Threats

- **Lack of Organization** Over reliance on paper copy

- **Lack of Knowledge** The department has had to operate for long periods of time with out leadership.

- **Unclear Planning Process** Inconsistancy

- **Timeframes** are not always clear or observed

- **Out of Date Maps** GIS shape files have been moved or deleted over the years

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Fire Department *(5 year outlook statement)*

In fifteen years the Groveland Fire Department has transformed from an all volunteer fire suppression service averaging less than three hundred calls per year into an agency operating out of two stations and consisting of nineteen career firefighters. Services provided include fire suppression, rescue, prevention, water rescue, and emergency medical care. The annual number of calls is currently around eighteen hundred. This transformation of the Department was realized with the spectacular growth that began with Groveland's first residential development, Hidden Lakes Estates, in 1999. The population at that time was about 2,230, and the city covered an area of about two square miles. In the ensuing decade, Groveland became the fastest growing city in Florida. Today, the population easily tops 10,000 and the geographical area covers about twenty-three square miles.

The growth opportunities for the fire department should be tremendous as the city triples in population over the next twenty years. We could see the build-out of our existing residential developments as well as the commencement of several new projects now on the drawing board, including the 5,600 unit Villa City project that is estimated to develop 1000 dwelling units and 115,000 square feet of commercial space in the next five years. This project further enhances the need of a fire facility along the US27 corridor that is currently devoid of recognized fire protection and earns the least desirable ISO Protection Class Rate 10 and high property insurance rates for area property owners. Insurance can be particularly costly considering the size of the commercial buildings in the Christopher Ford Industrial Park. Since the center of the Villa City project is about a mile and a half from the industrial park, and since the park is slated to be annexed into the City, both entities could be adequately protected by a central location giving the property owners an insurance rate equal to or lower than the rate of 4 that the remainder of the city enjoys. It's almost a certainty that the US27 corridor will sprout with commercial development to fill the needs of the expanding residential neighborhoods.

In addition to the northern district, our southern areas along SR50 are also seeing activity. Developed but unfinished subdivisions are now building out and development plans that were mothballed are now being reactivated. Our current facility has become antiquated, inadequate, and undesirable with respect to location due to the population shifting to the east. We envision a future that includes a larger, centrally located, modern fire complex that will encompass administration, training, and an emergency operations center.

The expansion of fire services also provides a benefit to our staff by way of enhanced opportunities for advancement and professional development. Additional personnel and facilities mean that there will be the need for additional officers, supervisors, and advanced technical training, all of which provide a healthy atmosphere to attract and retain outstanding personnel. This can also instill a sense of pride and ownership that leads to exceptional service to the community.

Even with a bright future, we can expect obstacles. The number one distraction is cost. All growing entities face cost issues, and it stands to reason that adding services, personnel, equipment, and facilities comes at a price. In the business world a company or individual can make decisions unilaterally knowing that the outcome will mostly affect only that business. In the fire service, budget considerations are frequently undertaken by elected officials who are cognizant that decisions affect not

only the agency, but also the community, taxpayers, and voters. As a result, it is often that the needs as seen by the fire community are not fully funded. It's been said that growth pays for itself, and if managed correctly, it can. However, many times the funds generated by growth will finance only a portion of the costs necessary to operate a fire department. Impact fees may fund the initial capital improvements generated by growth, and taxes can be generated to cover costs such as personnel and operating expenses. The problem frequently occurs when, in an effort to reduce or hold down tax rates, equipment replacement is overlooked or put on the back burner. The fire department is limited when it comes to raising funds as there is no commodity to sell and user fees in Florida have been prohibited. Another misconception is that the annexation of developed properties, especially those with high values, will generate enough tax revenue to reduce taxes or prevent increases. The problem is that these new annexations frequently generate additional costs in order to provide the same level of service the remainder of the city is already receiving. The impact fees to generate revenue for new equipment or facilities have already been paid to another jurisdiction. These new property taxes may cover the cost of operations, but we still need the facilities and equipment with which to operate.

Additionally, we expect the next five years will present obstacles related to growing pains and issues arising with additional personnel. This is expected, but the gains will overshadow the problems. We will be looking at major road construction through the downtown that will cause headaches and delays, but the end result will be smoother flowing traffic with faster response times. We may have detractors who disagree with growth and the cost to provide services, but the value of the services will be greatly enhanced.

In summary, the goals of the Groveland Fire Department in the next five years are:

- Establish a new station along the US27 corridor that will cover the industrial park as well as businesses and residences that are now beyond a five mile radius of a fire station (ISO Class 10). This will also protect Blue Spring Reserve and the proposed Villa City project.
- Replacement of obsolete and aging equipment. Some of the equipment has ten year old electronics that became obsolete within a couple of years of manufacture.
- Construction of a modern public safety complex that will support an emergency operations center, training, and future growth of the Department.
- Provide a positive environment for personnel growth and development to meet the increasing needs of our community.
- As the Department grows, to become an influential leader in the county fire community; a department that will be respected and considered a good partner with the resources to provide assistance to others. We have already started in this direction by being the first of the South Lake cities to provide service based on sending the closest unit regardless of jurisdictional boundaries. By September it is expected that all cities and the County in South Lake will be a party to the agreement, enhancing respectable response times and quality of service.
- Transform Station 94 into an ALS (advanced life support) provider. This process was approved in the 2014 – 2015 budget and should be in place by the end of 2014.

Finance Department *(5 year outlook statement)*

The Finance Department currently includes the following functions: Accounts Receivable/Payables, Human Resources which includes payroll and benefits administration, Utility Billing and Information Technology (IT). This means the department is responsible to see that all funds received are properly accounted for and all bills are paid in a timely manner. It is also responsible for hiring new employees and ensuring that current employees are properly compensated and made aware of the benefits provided to them by the City. Our Human Resources Manager also serves as our Wellness Advocate, encouraging employees to take full advantage of the perks our insurance carrier offers employees for meeting certain wellness goals. Utility billing is responsible for the administrative portion of providing water and sewer services to the community. IT is responsible for ensuring that all City systems are running properly and are secure.

As the City grows, the Finance Department will need to grow as well. During lean times, two positions, accounts payable associate and finance assistant have been combined into one. While staff has made the transition work, the workload is tremendous and frustration levels are high. There was no training available when the positions were combined and it has been trial by fire. The combination of these positions, coupled with a tremendous workload both for this position and the Human Resources Manager, has derailed numerous attempts to cross-train. This leaves the department exposed should either of these employees be unable to carry out the duties of their position.

The IT division is critical to the entire organization. In some cases our IT division keeps the city in compliance with several state regulations. Our IT division consists of one person; therefore, the city is extremely vulnerable should anything extraordinary happen to that employee, sudden illness, an opportunity to advance elsewhere, etc. We live holding our breath, hoping that nothing catastrophic will happen. It is important that contingencies be put in place to mitigate the potential fallout that lack of redundancy leaves us exposed to.

Our Utility Billing Supervisor and Billing Clerk are doing a fantastic job keeping up with the day to day, but projects that are necessary to support the advancement of other departments are generally not addressed in a timely manner.   While not overwhelmed every day, an additional part-time person to work in this area during peak times would certainly improve the situation. We have instituted payment over the phone by credit card in an effort to provide more customer friendly services to the community and to speed the payment process, thereby relieving some of the burden on the staff.

As supported in the 2014 – 2015 Budget; the Finance Department, in conjunction with a Financial Advisor, will embark on the mission to determine how much, if any, additional debt the City can take on. It is imperative that as we move forward to make Groveland a premier city, we investigate new financing methods, improve our investment practices and develop a strategy that ensures financial stability while supporting the growth of the City. The City is rapidly outgrowing the "pay as you go" philosophy that has served it so well during the economic downturn. We must be poised to support initiatives that will move the City to a new, more positive level of recognition as a City with a vision and the resources to advance that vision.

Police Department *(Five-Year Outlook statement)*

The Groveland Police Department (GPD) strives to provide a safe community for the city's residents and visitors by maintaining a knowledgeable, well-trained staff that works to prevent and investigate crime. A commitment to community policing—which focuses on crime and social disorder through the delivery of traditional law enforcement services, as well as prevention, problem-solving, and community engagement and partnerships—are central to the Department's work.

Core Services	Direct Services
• Protection of Life	• Law Enforcement
• Protection of Property	• Crime Prevention
• Maintenance of Order	• Investigation
	• Service Referrals
	• Response to Emergencies and Disasters

In the next five years, the GPD will tackle several strategic initiatives:

1. **Reduce Crime and Fear of Crime:** Identify and implement approaches for addressing crime and fear of crime that can more effectively reduce both reported and non-reported crime of all types. Giving priority to addressing those crimes and conditions that most directly impact community livability is key.

2. **Empower the Community:** Create a more involved, responsible community by building stronger community partnerships, improving customer service, providing more open and responsive communications and delivering programs that promote involvement in problem solving and crime prevention.

(Institutional Goals)

3. **Develop and Empower Personnel:** Provide training, leadership and division approaches that are consistent with the mission and values of community policing. Strengthen staff skill levels and morale. Make sure staff development is consistent with community characteristics and needs. Continue to cultivate work environments that enhance customer service, innovation, personal accountability, and teamwork.

4. **Strengthen Planning, Evaluation, and Fiscal Support:** Develop planning, evaluation, analysis, and fiscal mechanisms to ensure responsive feedback. Practical long range planning, and effective budget and fiscal management.

(Community Livability Objectives)

5. **Reduce Crime and Fear of Crime**
   - 5.1 Using Data Driven Approaches to Crime and Traffic Safety (DDACTS), the department will reduce residential and commercial burglaries.
   - 5.2 Using Data Driven Approaches to Crime and Traffic Safety (DDACTS), the department will reduce vehicle burglaries.
   - 5.3 Identify the locations within each sector where calls for service (CFS) originate.
   - 5.4 Implement traffic enforcement unit the number of traffic collisions with personal injury.
   - 5.5 Decrease the number of alcohol related collisions.
   - 5.6 Reduce traffic fatalities.

5.7   Reduce alcohol related fatalities.

5.8   Decrease the number of alcohol related injuries.

5.9   Achieve seat belt compliance.

5.10   Achieve child safety restraint compliance.

5.11   Conduct at least 3 public safety checkpoints during fiscal year.

5.12   Increase the number of speeding citations (tickets or warnings) issued compared to the previous years.

5.13   Increase the number of traffic citations (tickets or warnings) for failure to yield right-of-way, following too closely, disregarding sign/signal, improper turn, improper lane change, and other traffic violations compared to the previous years.

5.14   Increase the number of DUI arrests as a result of enforcement efforts compared to the previous years.

5.15   Increase the number of Detective initiated narcotic investigations and arrests.

5.16   Increase the Detective Units case clearance rate.

5.17   Conduct at least 6 Detective lead directive patrols for areas or problems of notable concern.

5.18   Increase the number of HOA/community presentations by GPD neighborhood watch.

5.19   Decrease the number of retail larcenies.

5.20   Apply for two full-time grants funding community policing officers by July 1, 2016, for the purpose of implementing a comprehensive Data Driven Approach to Crime and Traffic Safety (DDACTS) problem solving initiative.

5.21   Utilize the Department's website, Facebook page to keep the community informed of crime trends and ways to reduce their likelihood of being victimized.

5.22   Add traffic enforcement officers during this fiscal year in an effort to prevent collisions, injuries, and to remove impaired drivers from our roadways.

6.   **Empower the Community**

6.1   Identify and make contact with active homeowner associations in an effort to build partnerships and exchange information.

6.2   Issue monthly press releases or public safety announcements through local media outlets or other communication outlets detailing public safety concerns and crime prevention strategies.

6.3   Conduct at least 3 Detective lead educational presentations for community.

7.   **Develop and Empower Personnel**

7.1   Actively participate in the Judicial Circuit Law Enforcement Network.

7.2   Participate in civic (enforcement, education, and media) activities.

7.3   Conduct meetings between staff and personnel.

7.4   Conduct career development sessions.

7.5   Recruit using the Equal Employment Opportunity Plan.

8.   **Strengthen Planning, Evaluating, and Fiscal Support**

    8.1   Use crime and traffic data to direct patrol and traffic initiatives.

    8.2   Schedule Reserve Officers to be utilized more effectively.

    8.3   Fund all objectives appropriately so that they can be accomplished.

    8.4   Require Detectives to maintain a log of cases assigned and cleared.

    8.5   Maintain a log of classes and community presentations.

    8.6   Purchase new police vehicles through lease program.

    8.7   Become a CALEA Accredited Agency by December 31, 2017.

    8.8   Ensure the Department does not exceed its fiscal operating budget (manage overtime).

    8.9   Conduct a survey to identify employee concerns.

    8.10   Retain employees who meet or exceed performance expectations.

These goals have been derived from brainstorming sessions with an emphasis on priorities as set by the community and department employees. Strategy champions for each area were selected to catalyze the ideas into strategies and workable action steps. Each month the Command Staff of the department will review the Strategic Plan. The plan will be updated with our progress toward these goals. We view the plan as a "living document" which can be amended when necessary.

Next Steps (Operational and Policy)

The City Manager's Environmental Scan Assessment summation and the City Manager's Implementation strategy listed organizational strategic goals with the suggested action items. The action items below are areas and tasks that will direct management and employees for further development to be undertaken by the organization.

These organizational strategic goals can be used as a basis for implementing the City Manager's Implementation Strategy and set a policy task list/calendar to guide the workload for the upcoming fiscal year as both a policy outlook and as a management tool. These lists are not all-inclusive; additional action items that help support the achievement of the goals and objectives may be added as necessary.

Strategic Goal #1: Provide Excellent Customer Service.
Foster a customer service culture based on the City of Groveland's management core values (Growing, Responsive, Open, Visionary, Ethical, Legal, Accountable, Neighborly, and Disciplined).

Objectives:
   a) Develop citywide standards and measures for customer service.
   b) Provide training to all employees on delivery of excellent customer service.
   c) Expand access to information, programs and services through increased utilization of technology.
   d) Increase access to city programs by providing bilingual and ADA-compliant services.

Action Items:
   1) Evaluate and expand interactive city web site.
   2) Provide education and cross training opportunities for employees to understand other departments' core services.
   3) Use surveys to collect feedback from internal and external stakeholders (staff and customers).
   4) Develop 24 hour response protocol.
   5) Develop Customer Service Manual / Protocol.
   6) Develop Complaint Tracking system and reduction plan.

Strategic Goal #2: Enhance Organizational Development.
Continue to improve the effectiveness and productivity of the organization through innovation and values-based employee development.

Objectives:
   a) Promote a work culture that fosters inclusion and values diversity.
   b) Develop methods to increase efficiency and effectiveness.
   c) Develop leaders within the organization
   d) Provide learning opportunities for all employees.
   e) Encourage innovative ideas and actions that promote positive change.

Action Items:
   1) Reorganization of key functions of the organization to ensure maximum efficiency in service delivery.

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2) Develop programs that support inclusion and diversity among employees.

3) Establish leadership training opportunities that support a continuous learning environment.

4) Increase cross-training and succession planning.

5) Work at improving the cost of the city's benefit packages

6) Establish family-life-friendly culture

7) Develop and Implement Employee Safety Plan

8) Develop and Implement Employee Wellness Program

9) Develop methods for recognition of innovative ideas

10) Establish environment of continuous improvement

11) Use sustainability tools such as Return on Investment (ROI) and Cost Avoidance to prioritize and justify implementation of new ideas and programs.
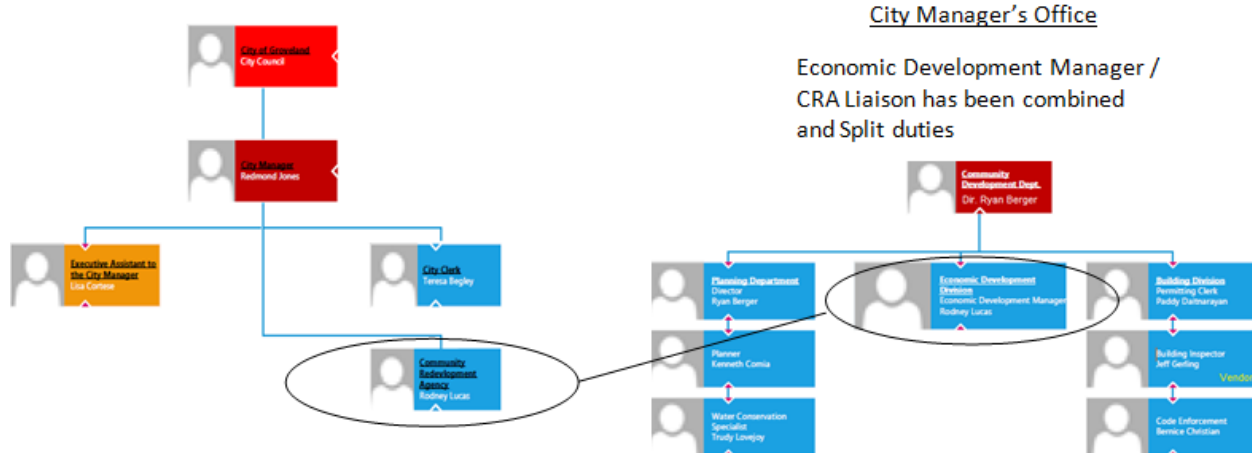
Organizational Enhancements
Reorganization outlook
(Goals: Strategic Positioning, Addressing Organizational Weaknesses, Service Enhancement, Minimum Expense for Expansion, and Planning for Population Growth)

City Overview
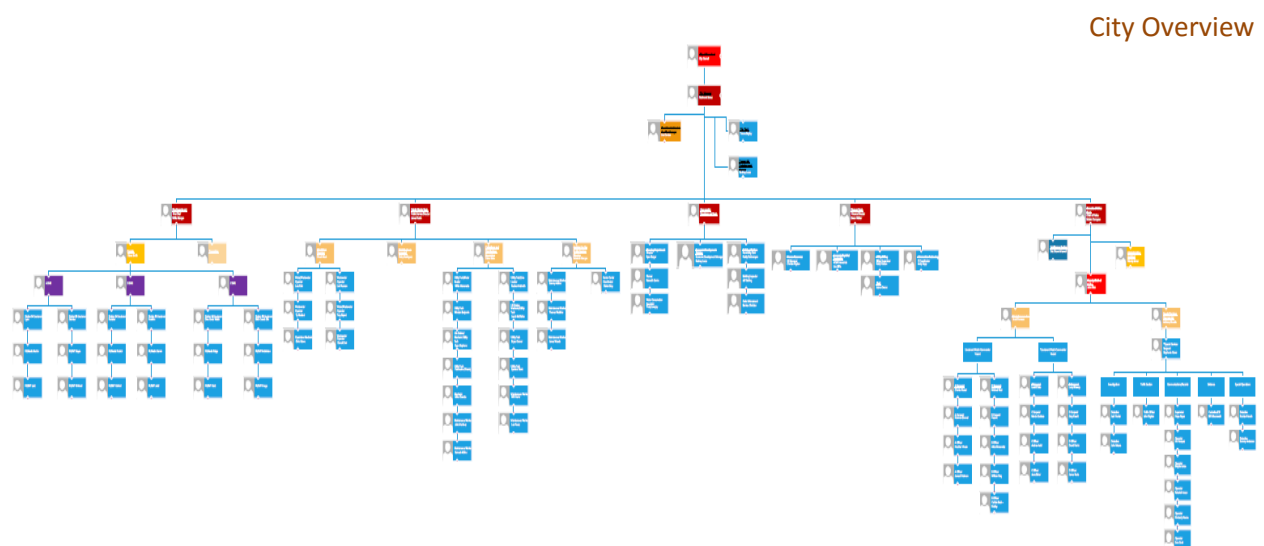
City Manager's Office – Two major reorganization moves that have been made to emphasize the city's economic development efforts and coordinated city events. 1) The CRA Manager position which was independent of the city and reported to the CRA board only; has been transformed into a joint Economic Development Manager and a CRA Liaison. The City Manager now doubles as the CRA manager, which brings continuity between the work and efforts of both the Community Redevelopment Agency and the City of Groveland's Economic Development goals. The Economic Development Manager / CRA Liaison position is shared by both departments of the City Manager's Office and the Community Development Department. 2) The other major change is the re-establishment and repurpose of the Executive Assistant to the City Manager position. This is not a new position but it has been a position that has been underutilized in past years. The position has been redesigned to handle special projects, increase office assistant duties, and to provide management team support.
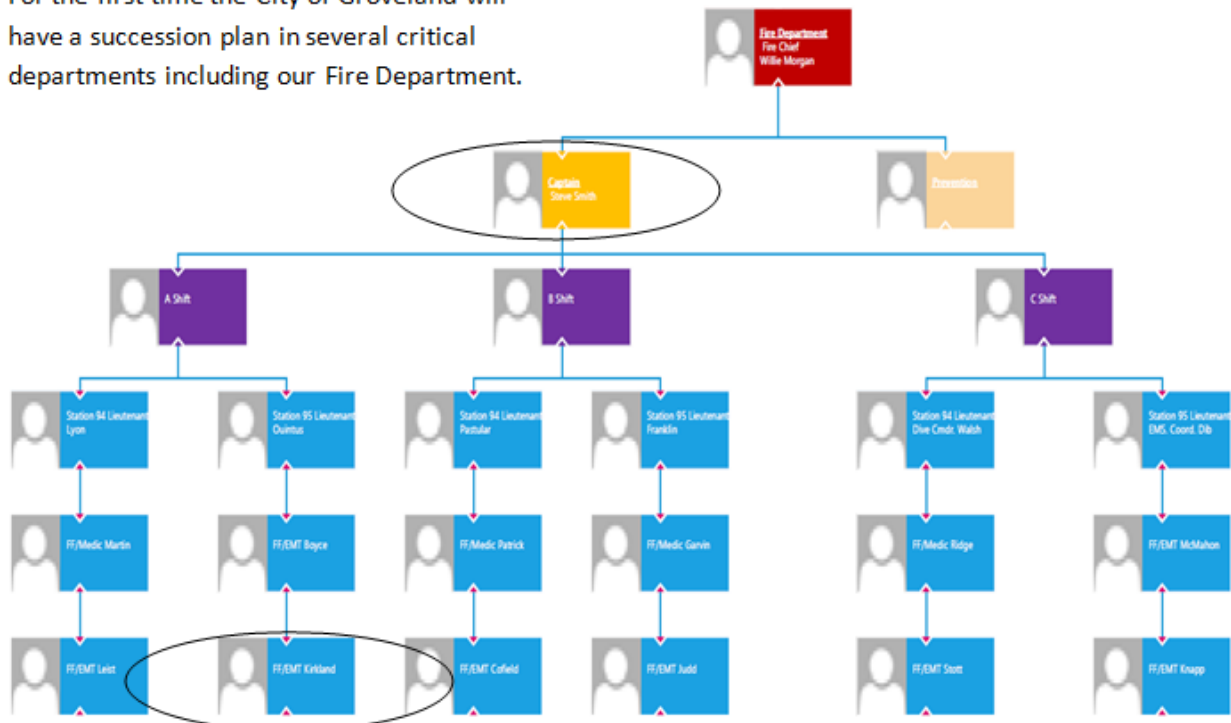
City Manager's Office

Economic Development Manager / CRA Liaison has been combined and Split duties

City of Groveland
City Council

City Manager
Redmond Jones

Executive Assistant to the City Manager
Lisa Cortese

City Clerk
Teresa Begley

Community Redevelopment Agency
Rodney Lucas

Community Development Dept.
Dir. Ryan Berger

Planning Department Director
Ryan Berger

Planner
Kenneth Comia

Water Conservation Specialist
Trudy Lovejoy

Economic Development Division
Economic Development Manager
Rodney Lucas

Building Division
Permitting Clerk
Paddy Datnarayan

Building Inspector
Jeff Gerling
Vendor

Code Enforcement
Bernice Christian

Fire Department – This department has undergone a modest organizational change; yet a significant change if enhancing service delivery is considered. This department's reorganization is two-fold. 1) The department was cleared to create a "Fire Captain." This position creates a clear second in command; which is an opportunity that we have never had before as a City. This will give the department much needed continuity and allow our emergency management program to better prepare and operate. 2) This newly created position was also an internal hire, which gave the department the ability to bring on an additional advanced life support medic / firefighter. This is the City's plan to provide Advanced Life Support Services at both of our substations. This is the first time we will be able to offer this service at our cherry lake facility (a service area that receives a busy amount of calls that require medics).
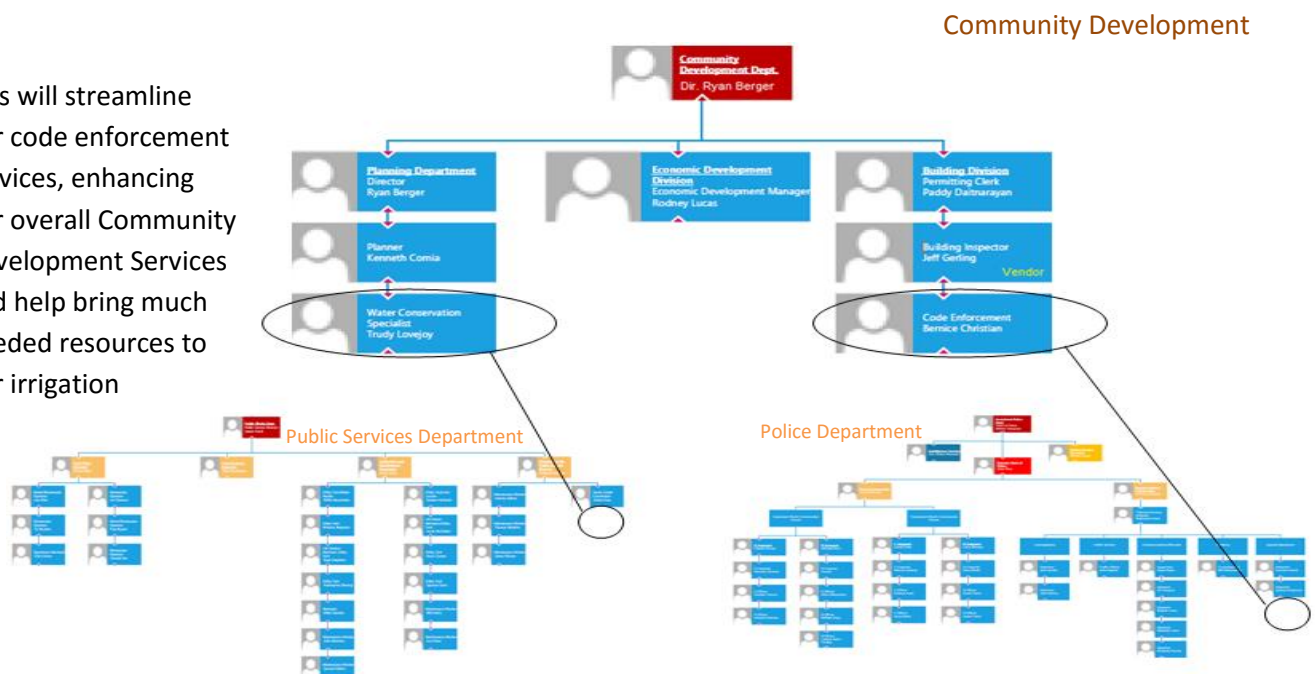
Fire Department

For the first time the City of Groveland will have a succession plan in several critical departments including our Fire Department.

Fire Department
Fire Chief
Willie Morgan

Captain
Steve Smith

Prevention

A Shift

B Shift

C Shift

Station 94 Lieutenant
Lyon

Station 95 Lieutenant
Quintus

Station 94 Lieutenant
Pastular

Station 95 Lieutenant
Franklin

Station 94 Lieutenant
Dive Cmdr. Walsh

Station 95 Lieutenant
EMS. Coord. Dib

FF/Medic Martin

FF/EMT Boyce

FF/Medic Patrick

FF/Medic Garvin

FF/Medic Ridge

FF/EMT McMahon

FF/EMT Leist

FF/EMT Kirkland

FF/EMT Cofield

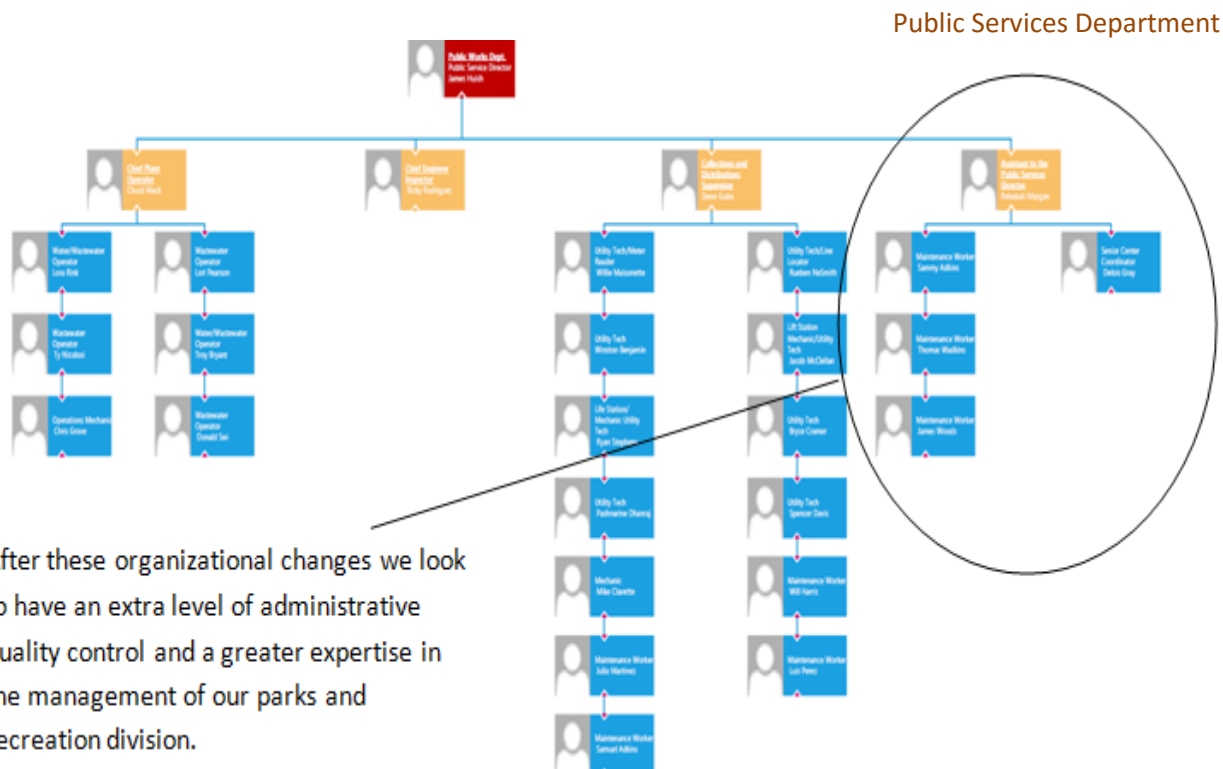FF/EMT Judd

FF/EMT Stott

FF/EMT Knapp

Community Development Department – Groveland is on pace to build a near record amount of homes this year. Has adjusted and geared up for the high service demand of the development industry in Groveland. The city's ability to meet this demand, maintain quality plan review, and uphold an expedient service standard is critical to Groveland's smart growth. For this reason, we have done a number of reorganization adjustment using employees from other departments who share functions that interrelate, and created a new employee hire strategy. For example we brought code enforcement from the Police Department into the Community Development Department. This will allow greater interaction between code enforcement and the Building Division and provide citizens with improved ability to address issues with action plan agreements rather than formal citations as the only resort. Additionally, the Community Development Department implemented a new expedite policy which allows the department to hire a temporary employee as an additional resource for plan reviews in high demand. For a fee, developers have the option expedite the review process. We have found that there are times when developer, builders, and residents are behind deadlines that may affect the bottom line of a project. Our expedited review program gives our customers another option. As stated before the Community Development Department shares in the supervision of the Economic Development Manager. This creates collaboration among functions in economic development, building review, planning, and community development; it also gives the department continuity by having a second in command. Among the various duties of the Economic Development Manager this positions also performs the duties of the Community Development Director in his/her absence.

The Community Development department will also be restructuring the way the city handles irrigation inspections. In the current structure, the City's Conservation Specialist was a Water Utility position; however, it is now going to be a critical piece of the building review function. Adding to the title of Irrigation Inspector, the "Irrigation Inspector / Conservation Specialist" will provide a service that has gone unaddressed in recent years. Properly constructed Irrigation systems in newly constructed homes have been a problem in the city. This challenge has become even a greater concern with water resources being in high demand, and the city experiencing rapid population growth. The enhanced rule of the Irrigation Inspector/Conservation Specialist will address poor quality irrigation installation which cost new homeowners high water usage cost, and waste important water resources.

Community Development

This will streamline our code enforcement services, enhancing our overall Community Development Services and help bring much needed resources to our irrigation

Public Services Department

Police Department

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Public Services – This department has several high profile functions however, Parks and Recreation are one area that has not received the attention it deserves and needs over recent years. For this reason, we transformed the former Conservations Specialist / Administrative Assistant Position to a Management Analyst / Assistant to the Public Services Director. This allowed the department director to have a higher level of management supervision over the Parks and Recreation function of the city. In addition; reports, data banks, and fee schedules produced by the department will have an additional manager to ensure quality assurance. Overall, these changes provide much needed assistance in keeping critical functions in compliance with several state mandated records and data bank requirements.

Public Services Department

After these organizational changes we look to have an extra level of administrative quality control and a greater expertise in the management of our parks and recreation division.

Police Department – Currently, the City of Groveland is recognized as the 10th Safest City in the State of Florida; but this designation comes with a commitment to maintain our low crime community status. Understanding that communities who experience fast growth, are at high risk of losing its low crime status as more people become attracted to our area. The City of Groveland has reinvested in protecting our low crime community by expanding our police force by four new officers. In addition to creating a special crime suppression unit, The Police Department will eventually have the resources to spend time conducting deeper investigations without leaving to be pulled to respond to other issues like traffic or other service calls. Likewise, the Police Department will also have the ability to increase resources in the traffic unit. This will give the Police Department more time to dedicate to accidents and other traffic related issues. The City of Groveland manages more than 80,000 cars a day traveling though he city, and despite help from other policing agencies traffic remains a major challenge. The reorganizational and new hire strategy (which added four new police officers) in the department also allows for succession planning. As mentioned in other department's succession is important to the organization when considering continuity and redundancy in leadership. The aforementioned organization adjustment also allowed for the appointment of a Deputy Chief.

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The Police Department reorganization focuses resources on police community relations, succession planning, and traffic enforcement.
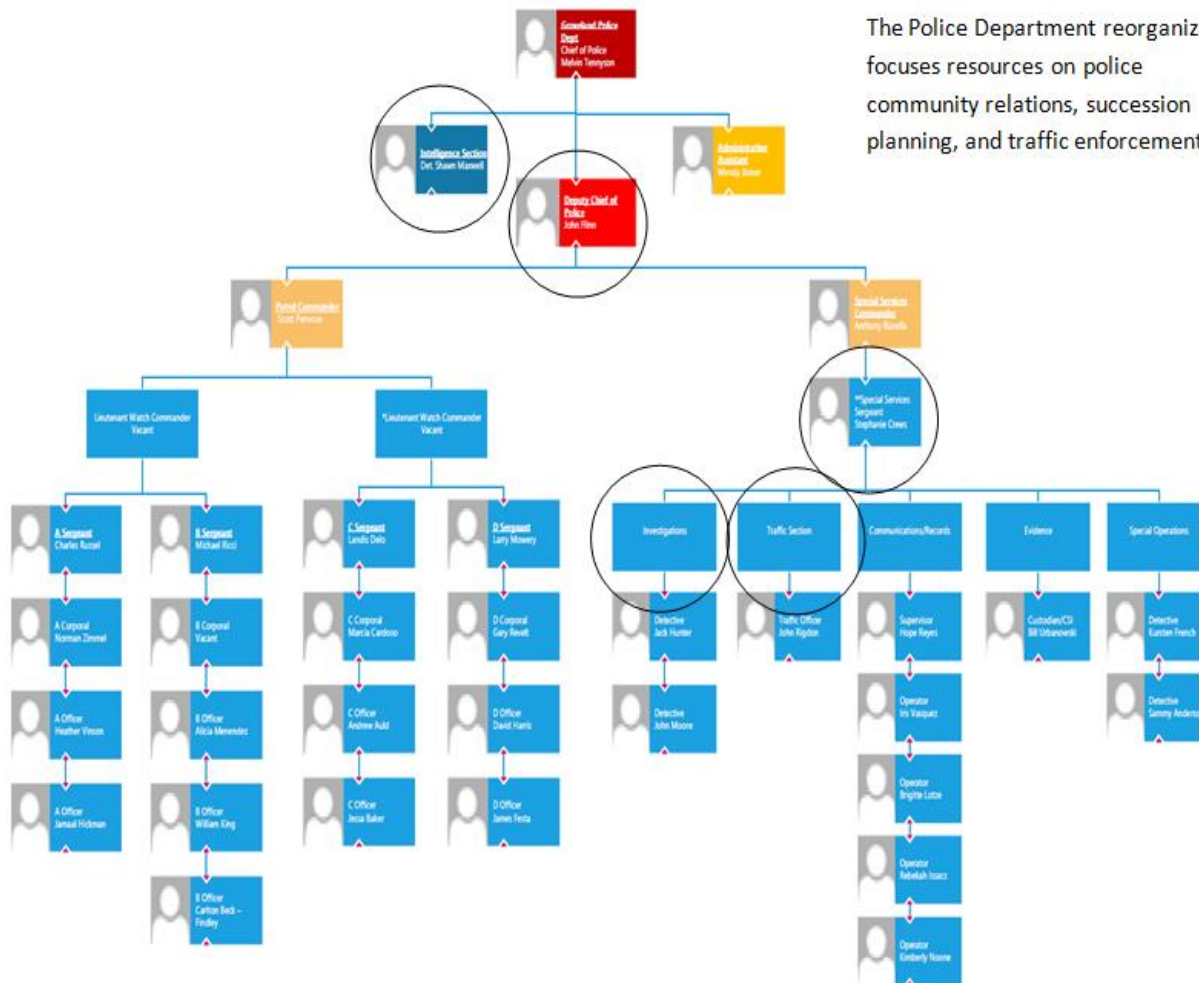
Strategic Goal #3: Increase Information Sharing

Increase effectiveness of communication through the sharing of timely, accurate and relevant information.

Objectives:
- a) Improve exchange of information throughout the organization.
- b) Expand employee knowledge of organizational and departmental goals, policies, and planning documents.
- c) Employ cross-functional teams for multi-departmental initiatives.

Action Items:
- 1) Expand suggestion boxes in departments
- 2) Provide more cross-departmental networking, idea exchange and training.
- 3) Provide opportunities for bottom-up communications.
- 4) Inform employees of available technological resources and provide training on its use.
- 5) Use technologies such as social media and the city web-site to improve access to information.
- 6) Utilize new employee orientations to articulate organizational expectations.

Strategic Goal #4: Promote Sustainability
 The City will position itself as a leader in sustainable activity.

Objectives:
   a) Design and deliver cost effective services that reduce the impact on the environment

   b) Employ sustainable practices and technologies.

   c) Educate and involve the community in sustainable practices.

Action Items:
   1) Develop Sustainable development standards and Planning Initiatives
   2) The City fleet will continually look for fuel-efficiencies; alternative fuel technologies will be used whenever appropriate.
   3) New office equipment will be as energy/resource efficient as possible.
   4) Encourage employee strategies for developing cost saving measures.
   5) Use technology to provide enhanced and cost effective services.

Strategic Goal #5: Promote Civic Engagement
Develop relationships with stakeholders that foster a sense of community.

Objectives:
   a) Establish standards for civic engagement for all major city projects, programs, and initiatives.
   b) Develop strategic partnerships with private businesses and local, regional, and national organizations.

Action Item:
   1) Identify and promote community events
   2) Promote an environment that is inclusive of the diverse perspectives of Groveland's citizens, visitors, workforce, business owners, and other stakeholders.
   3) Identify and maintain partnerships with local, regional and national organizations such as schools, neighborhood associations, non-profit entities, arts and entertainment groups, business associations, faith-based organizations, and leadership groups.
   4) Conduct more community update meetings / outing
   5) Highlight the New City Website
   6) Use multiple venues and media for information and news reporting.
   7) Proactively establish dialogue with disenfranchised groups.
   8) Develop and / or improve communications strategies that reach underserved populations.
   9) Implement a City Academy where citizens have a chance to learn of some of the city functions that happen behind the scenes.
   10) Introduce Police and Fire Academies
   11) Forge a marketable identity of Groveland to install community pride and promote involvement.

In Closing

Thank you to all who took the opportunity to participate and shape this organizational review. This examination of the city organization was developed through the information collected by 100 employee interviews (approximately 100% of our total employee workforce); the survey of local businesses in both face to face interviews and mailed responses; the gathered information from the premier city campaign "DARE TO BE GREAT"; revisited work from the visioning committee (done prior my appointment); and objective review by the City Manager.

This organizational review involved no outside consultants and should be used as a starting point for our policy makers, a focusing point for staff, and an insight that is intended to engage / involve citizens in a city that is striving to be one of the best places to live in the country.

Glossary

Civic Engagement	Intentionally connecting with residents and community stakeholders to contribute ideas, energy and action on proposals that impact the community.
Cost Avoidance	An action taken in the present designed to decrease cost in the future.
Customer	Anyone who uses or experiences the services of another.
Customer Service	A series of activities designed to enhance the level of customer satisfaction. The feeling that a product or service has met the customer expectation.
CUP	Consumption use permit
Environmental Scan	An analysis and evaluation of internal conditions and external data and factors that affect the organization.
Goals	Goals are general statements of themes or directions, either measurable or not measurable as stated. They represent a commitment to broad intentions and aspirations.
Growth Strategies And Sustainability *(By department)*	A planning document used to anticipate trends and determine the best strategies and resources needed to achieve organizational, departmental and workgroup goals and objectives.
Inclusion	A practice that ensures that people in the organization feel they belong, are engaged, and connected through their work to the goals and objectives of the organization.
Information Sharing	The collaborative exchange of information throughout the organization to ensure access to timely and accurate information.
Lean Six Sigma /	An improvement methodology based on a customer-centric definition

Value Stream Engineering	of value, and providing that value in the most effective way possible, through a combination of the elimination of waste and a motivated and engaged workforce.
Mission Statement	The mission is the key building block in the entire strategic planning process. It states clearly, simply, and explicitly what the work unit wants to do or be and can do or be. It reflects opportunities, capabilities, and values.
Objectives	Objectives are specific statements that contribute to the achievement of "bigger" goals.
Organizational Development	An ongoing, systematic process to implement effective change in an organization.
Smart Growth Principles	Smart growth supports mixed land uses as a critical component of achieving better places to live. By putting residential, commercial and recreational uses in close proximity to one another, alternatives to driving, such as walking or biking, become viable. Mixed land uses also provide a more diverse and sizable population and commercial base for supporting viable public transit.
Sustainability	Improving the quality of human life while living within the carrying capacity of supporting environmental, social and economic systems.
Vision Statement	A vision expresses a compelling image of the desired future. It provides an inspiration and challenge to all members toward an ideal future. It should purposefully bridge the present and future and to serve as a critical impetus for change.